



NEW JERSEY REFERENCE  
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# Changing The Face of Public Housing



PROGRESS REPORT  
1995-1996

*"Building Quality in Housing Through Partnership"*

The beginning.....

Christopher Columbus Homes, March 1994.





## From the Chairman



As the chairman of the Newark Housing Authority (NHA) Board of Commissioners, I have had the privilege and honor of working with my fellow Commissioners and outstanding Executive Director, Harold Lucas, in elevating the authority to an unprecedented level of accomplishment and respect, a metamorphosis that began under Gloria L. Cartwright, my immediate predecessor as board chairperson.

Each ceremony we have held for construction starts, implosions, and new townhouse dedications has been very special and each has struck an emotional chord in all of us. Most importantly, these events have proven that the Newark Housing Authority can fulfill its mandates and execute its planned goals.

As trite as it may sound, it is true that nothing succeeds like success. And make no mistake, the NHA has enjoyed a tremendous amount of success which has resulted in the highest praise from the top officials at the U.S. Department of Housing & Urban Development, including Secretary Henry Cisneros, to other federal, state and local officials.

The accolades have also come from our residents, the front line critics, who represent a true manifestation of our progress and achievements.

The Executive Director, with the full cooperation of the Board of Commissioners, has forged what we consider to be a highly effective staff that has made the NHA a much respected public housing authority nationwide.

Newark Mayor Sharpe James proudly calls us the "new Newark Housing Authority" and rightly so. Our ability to construct lovely new townhouses throughout the City — housing that has given pride and hope to our residents and made them feel good about calling it *home* — is one of the primary reasons. It also has given the NHA Board and staff a real sense of accomplishment and given special meaning to "building quality in housing through partnership."

That "partnership" has expanded beyond our local borders and taken on a national significance. Our Executive Director, Mr. Lucas, has been asked by HUD to represent the industry at Congressional hearings in addition to "partnering" with other housing authorities, e.g., Philadelphia, Pittsburgh, Orange (NJ), and Albany (NY) and to share the NHA's experience and expertise in enhancing it's operations and performance.

Secretary Cisneros has publicly praised Mr. Lucas, the Board of Commissioners, and the NHA for the "tremendous job in turning around" the Authority.

When President Bill Clinton announced the "one strike policy" regarding drug/criminal activity in public housing, Secretary Cisneros told the President that he was coming directly to the Newark Housing Authority to make the local announcement.

Moreover, the NHA is the Authority pointedly cited by the Secretary when he speaks of demolition/new construction.

"I have seen it with my own eyes and it will lift your heart to look out at the panoply of new townhouses constructed by the NHA near where the riots began in 1967," Cisneros told a gathering of New Jersey National Association of Housing and Redevelopment Officials (NAHRO) executives at their 1996 annual conference.

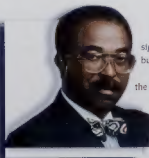
High praise from high places. Our hearts are indeed lifted and we are quite proud of what we have accomplished in an extraordinarily short period of time.

Rolando Velazquez

Chairman  
NHA Board of Commissioners



## Executive Director's Message



When the 3,800 pounds of explosives leveled four buildings of more than a million square feet at Christopher Columbus Homes in March of 1994, it was a signature event that signalled the transformation of public housing not just in the city of Newark, but across America.

In my testimony before a Congressional Committee in March 1994, I stressed the fact that trying to maintain non-viable, high rise, high-density buildings was too costly and the best remedy for the long-term viability of public housing was to knock them down and build scattered site townhouses.

Apparently someone at the federal level was listening because during the Clinton presidency one of the new transformation initiatives at the U.S. Department of Housing and Urban Development (HUD) is the demolition of 30,000 obsolete high-rise units and replacing them with more humane townhouses or garden-style apartments.

When I became Executive Director in March 1992, the Newark Housing Authority's (NHA) housing inventory was comprised of 4,230 high-rise family units; 867 townhouses; 2,594 low-rise family units; and 2,944 elderly units.

In the last several years, we have managed to change the face of public housing in Newark so that today our inventory picture looks like this: 2,038 high-rise family units; 1,533 townhouses; 2,594 low-rises; and 2,944 elderly units.

We have received approval from HUD to demolish the closed Hayes Homes complex, the rest of Scudder Homes and Kretschmer Homes and Walsh Homes, the latter under the Urban Revitalization Demonstration (HOPE VI) program.

Consequently, over the next several years we expect to construct another 1,500 townhouses so that by 1999 we will have only 1,185 high-rise family units, but more than 3,200 low density townhouse units.

The adage "if it ain't broke don't fix it" did not apply to the Newark Housing Authority (NHA) in 1992. The agency was "troubled" according to the HUD report card (PHMAP), and "in trouble" according to everyone else's standards.

The local media editorially advocated a takeover of the agency by a HUD receiver. Fortunately, that did not happen and in the subsequent years we have managed to come off and stay off the troubled list, as well as provide the remedies for the troubles of antiquated systems of infrastructure, neglected units, vacancies, low morale, mistrust, and strained resident-employee relations.

Our theme has been "building quality in housing through partnership," and our new construction program has been the catalyst in building a trust and a confidence among all NHA constituents.

The 1,000 new townhouse units developed in the past three years have provided tangible evidence that this is the new NHA which can and will fulfill its mandate of providing quality housing for its residents.

When one of our residents publicly stated at a townhouse dedication that "we had kept our promises" and she "had nothing to fuss with the Housing Authority about anymore," it told us that the residents now had faith in the NHA. They had faith that our promises to build new homes and demolish old, non-viable eyesores would be kept.

Grass now grows where 13-story high rise buildings of Columbus Homes once stood. New townhouses are across from it and new ones will be constructed on the site. Gorgeous new townhouses now also stand where Scudder Homes high rises once stood. New NHA townhouses are situated in every ward of the City, enhancing

## TOWARD THE 21ST CENTURY

the neighborhoods and generating personal and civic pride in the new look.

Early in my administration we coined the phrase "building quality in housing through partnership," and it has been a partnership with city and state officials as well as our residents that has helped us achieve our goals.

Most importantly, Mayor Sharpe James has provided the vision, leadership and support, enabling the NHA to implement our shared desire to improve public housing and give new hope and opportunity to its residents.

We are indeed changing the face of public housing in Newark. A "change for the better" is how a Newark *Star-Ledger* editorial described it. But as we have created that external aesthetic change, we also have had to simultaneously forge an internal change at the NHA that would position the authority to function as a well run business as we move toward the 21st century.

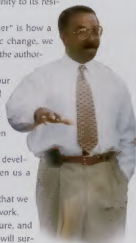
Administratively we made calculated decisions, which were strongly supported by our Board of Commissioners, to completely automate our operations so that information could be obtained quickly and accurately. Our ability to manage this authority efficiently and effectively with state-of-the-art information technology is critical to the future survival of the authority. The investment we have made in developing our Management Information System (MIS) has changed the way public housing authorities are operated.

Not only have we secured the most advanced computer hardware, but we designed and developed-in-house the software programs that are germane to our operations and have given us a management capability that is unmatched among PHA's in the country.

The technology, however, is only as good as the people using it. It is important to note that we have assembled a very competent staff which is responsible for making the hi-tech stuff work.

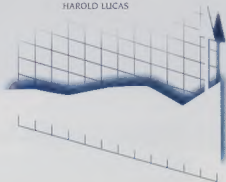
Major changes in the way public housing has been operating are in the immediate future, and only those housing authorities that are prepared to operate in the hi-tech world of today will survive.

Not only do we plan to survive, but we will be in the forefront of the housing authorities in the 21st century.



*Harold Lucas*

HAROLD LUCAS



"Nowhere in America is the progress more clear; nowhere is it more visible, nowhere is it more effective, and nowhere is it likely to have longer consequences than right here in Newark, New Jersey. Congratulations!"

*Secretary Henry Cisneros  
U.S. Department of Housing &  
Urban Development  
June 2, 1996*



*The NHA's newly-built 150-unit townhouse complex called Oscar E. Miles Village is a sharp contrast to the former Scudder Homes which they replaced in the city's Central Ward.*

*Goodbye Columbus! The final two buildings of Columbus Homes are finally laid to rest.*

*NHA Commissioners (l. to r.) Gloria L. Cartwright, Ida Clark and Davis McCray-Crank share a moment with HUD Secretary Henry Cisneros at the Columbus Homes explosion ceremony.*



HUD Secretary Henry Cisneros chats with Rosemary Ameyo who told him, "My whole life has changed," after moving into the Seventh Avenue townhouses.

Pat Battle of WNBC-TV (CHANNEL 4) interviews Mr. Lucas in front of the NHA's New Townhouse complex on Seventh Avenue.

Play area at end of the new townhouse developments.

New housing going up and obsolete housing going down.

NHA Executive Director Harold Lucas makes remarks prior to the implosion of Christopher Columbus Homes, an event that represented the last of three implosions at the high-rise development and closed the final chapter in the history of the project.



"Newark and Harold Lucas are 'A No. 1' in the country in terms of building replacement housing. Newark is in the front position."

Secretary Henry Cisneros  
U.S. Department of Housing &  
Urban Development  
August 22, 1996



Lending a helping hand with the Scudder Homes explosion are (l. to r.) Rev. Dr. David Jefferson, Sr., Metropolitan Baptist Church; Mary E. Bone, president, Newark Tenants Council, Inc.; NHA Commissioner Chairman Rolando Velazquez; HUD Secretary Henry Cisneros; Governor Christie Whitman; Mayor Sharpe James; NHA Executive Director Harold Lucas; NHA Commissioners Gloria L. Cartwright and Ma Clark; and Councilmen George Branch and Luis Quinones.

Building #7, one of the three remaining 13-story buildings, collapses at Scudder Homes.



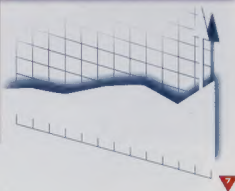


*Mr. Lucas talks with a resident who lives in a new townhouse unit for the physically challenged.*



*Children enjoy playing at one of the townhouse complexes.*

*Mr. Lucas, Secretary Cisneros and Mayor Sharpe sing along with the NITA Voices of Hope Choir.*



# TOWARD THE 21ST CENTURY



NHA's chief financial officer John A. Knudsen (4th from left) presents a check for \$9 million for the demolition of Hayes Homes to Mr. Lucas (2nd from left). Mr. Lucas is joined by (l. to r.) NHA Commissioners Lynell Robinson and Gloria L. Cartwright, Mayor Sharpe James and NHA Commissioners Rolando Velazquez, Ma Clark and Davis McNelly-Clark.

A panoramic view of the implosion of three buildings at Otto Kretschmer Homes

## Anti-Crime Efforts



Mayor James congratulates Mr. Lucas on the delivery of the neighborhood stabilization van as Newark Police Director Joseph Santiago looks on. The NHA donated the van for police use to provide a rolling police presence at the city's housing complexes.

"The invisible line traditionally drawn around public housing with the police on one side and housing security on the other--will no longer exist."

Newark Mayor  
James  
March 11, 2010

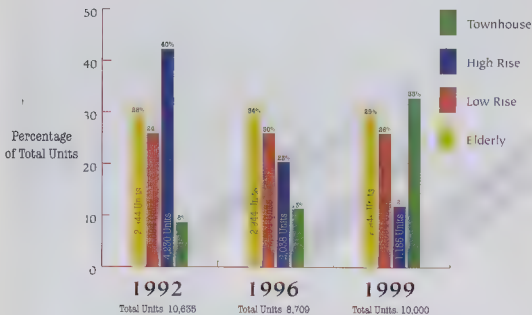


Secretary Henry Cisneros, U.S. Department of Housing & Urban Development, sits at the left, meets with Newark housing authority officials to discuss ways to help the city address a wave of homelessness by offering residents who qualify to encourage a new Clinton Gardens development. The "One Strike and You're Out" policy issues including evictions or "interdicting" rent to identify who engage in drug or criminal activity.



Mr. Lucas addresses the Newark Police force assigned to help reduce crime in public housing. The NHA also works to offer NHA's housing complexes to help provide safe housing for NHA residents.

## NEWARK HOUSING AUTHORITY Inventory By Type of Complex



400 townhouse units not included in 1996 HUD Annual Contribution Contract

# Management Information System

## TOWARD THE 21ST CENTURY



*NHA employees participated in specialized computer training programs to upgrade their skills and knowledge of various software applications.*

The extraordinary progress of the NHA over the past several years is rooted in the executive management and development of the Authority's Office automation program. The success of any Data Processing Management Information System project may best be measured by the benefits in relation to the cost of the project, e.g., realized dollar savings, in-kind savings and other tangible benefits.

NHA programming personnel has developed more than \$5 million dollars worth of state-of-the-art computer programs that include a host of office automation productivity solutions. The cost of hardware and software development has been nearly \$4 million, but the return on investment is more than \$10 million in realized dollar benefits, in-kind savings and other tangibles resulting in improved employee productivity and most importantly an enhanced NHA image locally and nationally.

The NHA has developed a case management system for the Newark Police Department and at the request of HUD and other housing authorities is developing industry business applications that are cost effective and user friendly.

As a result of these technological implementations the NHA has become a leader in efficient, effective public housing management and will continue to be so, far into the next century.

....the return on investment is more than \$10 million  
in realized dollar benefits, in kind savings and other tangibles....

# Newark Housing Authority's Automation Program

## Office Automation Packages

- 1 E-Mail - Banyan/Beyond Mail
- 2 Time Management/Calendar - Trell's Time Talk
- 3 TAPI - Phone Line \*
- 4 Groupware - Colabra Share \*

## Business/Productivity Tools

- 1 Lotus 1-2-3 3.1
- 2 Lotus 1-2-3 5.0
- 3 Word Perfect 5
- 4 Word Perfect 6
- 5 Coral Draw 5.0 & 6.0 \*
- 6 Mail Tracking \*
- 7 Page Maker 5.0
- 8 Power Point 4.0 \*

## Network Operating / Management

- 1 HP Open Vew
- 2 Proteon's Token Vew
- 3 Fake Network Cable Management System
- 4 Banyan ULN/SMTP
- 5 Banyan ULN/LOCK
- 6 Cable Management System
- 7 Application Track System
- 8 Banyan Vines 6.3(0) Novell 4 & Windows NT 3.51

## Computer Based Training (CBT) Systems

- 1 Beyond Mail
- 2 Page Maker \*

## Data Base Management Systems

- |                                     |   |
|-------------------------------------|---|
| Human Resource                      | 10 Work Order System                                |
| EIS - Executive Information System  | 11 HQS  |
| Performance Monitoring System       | 12 ULN Waiting List                                 |
| 2 General Ledger                    | 13 Town House Waiting List                          |
| 3 Payroll                           | 14 Section B Waiting List                           |
| 4 Purchase Order System *           | 15 Vacancy Reduction Program Case Management System |
| 5 Warehouse                         | 16 PC Inventory/Fixed Asset Module                  |
| 6 Rent Collection                   | 17 Fleet Management                                 |
| Tenant Recertification              | 18 Job Order Costing System (JOCS)                  |
| 7 Contract Administration (B&D RFP) | 19 MBE/WBF Management System                        |
| 8 Unit Inventory                    | 20 LECA - West Law *                                |
| Tenant Lease Enforcement System     | 21 Tenant Summons & Complaint System                |
| 9 Risk Management System            |   |
| Workers Compensation System         |   |
| General Liability                   |   |
| Automobile etc                      |   |

Note \* This application is not used agencywide

## Cost-Benefit Analysis

The success of any Data Processing MIS project is measured by the benefits compared to the cost of the project. The benefits can be categorized into realized dollar savings, intangible savings (increase in productivity, reduce personnel expenses, etc.), and other tangible

benefits. The Authority's direct benefits for the last three years are over seven million dollars which is 31.2 times the total project cost. During the same period, the Authority realized intangible savings amounting to over three million dollars.

The following is a listing of the various savings for a three year period

Total Hardware Cost	\$1,894,946
Total Software Cost	\$244,639
Total Maintenance Cost	\$18,581
Total Supplies Cost	\$51,143
<b>Total Project Cost</b>	<b>\$2,209,309</b>

## Realized Benefits in Dollar Savings

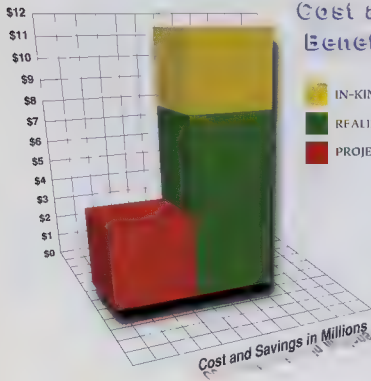
Reduced Insurance Cost	\$2,500,000
Reimbursement from P.S.E. & G	\$600,000
Increase in Rent Collection	\$1,200,000
Ownership Software Applications	\$3,000,000
Savings on Consulting Fees	\$500,000
<b>Total Realized Savings</b>	<b>\$7,800,000</b>

## In-kind Savings

Reduced Personnel Expenses at Central Offices	\$2,000,000
Associated Fringe Benefits 33%	\$660,000
Improved Productivity	\$1,000,000

## Other Tangible Benefits

- On-line information to provide data on quick management decisions
- Availability of data for trend analysis that facilitates short and long-term planning
- Cost-effective upgrades that facilitate changing business needs
- Integration of all application programs
- Ability to track tenant behavior patterns to enforce lease by site
- Improved productivity and morale of employees
- Facilitate PHMAP, audit and management reviews



## Cost and Savings Benefit Analysis

For a three year period

- IN-KIND SAVINGS
- REALIZED SAVINGS
- PROJECT COST

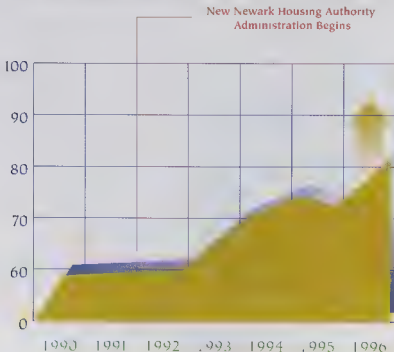
The Modernization (MOD) Department earned a perfect score on the most recent Public Housing Management Assessment Program (PHMAP). Department of Housing and Urban Development's (HUD) report card for housing authorities representing a first for the Modernization Department.

Following executive directives and HUD's emphasis on fortifying the infrastructure of the NHA's housing stock—to include heating and hot water systems, sanitary and storm system upgrades, roof systems, windows and doors—the MOD Department obligate all funds from 1992 and 1993 Comprehensive Grant Programs (CGRP) as well as closed out eight ICAP program phases from previous years. The value of the NHA's five year capital improvement program is \$200,000,000 with \$1,000,000,000 having been expended in the past three years. Among the many infrastructure projects completed were the following: a total replacement of the underground storm and sanitary sewer lines coinciding with the installation of 42 new individual boilers at Water Terrace; the installation of 24 new individual boilers at the Seth Boyden family complex; and replacement at Stella Wright Homes.

Air conditioning, the major roofing and facade upgrade and apartment renovations at Seth Boyden; installation of new heat and hot water systems at Kitchener and Seth Boyden Elderlies; the replacement of windows and entry doors at the elderly sites; entrance door replacement at seven family sites and most importantly the replacement of 32 elevators, including handicapped accessible ones, with electronic controls at our 26 buildings for the elderly.

In response to the lead-based testing requirements the NHA tested all 4,200 of its units occupied by children or women of child bearing age.

## NHA Public housing Management Assessment Program





#1 Workers help install a new elevator at Rax-Cr Elder as part of the NHA's elevator replacement project that included all senior buildings.

#2 The new switch gear designed to ensure efficient usage of elevators was installed as part of the replacement project.



#3&4 New electrical wiring in a kitchen laid the groundwork for the installation of new cabinetry and appliances and flooring at Seth Boyden Terrace.



#5 The NHA installed new heating systems at several complexes throughout the city.



## MAINTENANCE

The lifeblood of any housing authority is its maintenance operation. With the advances of computer technology and training on user friendly computers the NHA's maintenance heartbeat is strong and vibrant. In a move to maximize productivity of its maintenance personnel, the NHA reorganized its maintenance function creating a site based maintenance system for 32 complexes.

A significant number of buildings among these 32 complexes are 40-50 years old which invariably leads to a host of maintenance problems, not only apartment based but also more serious emergency repairs, even as the administration makes capital improvements to enhance the infrastructure of the agency.

Therefore the NHA's 140 skilled trades personnel, i.e. electricians, carpenters, plumbers, painters and masons were assigned to individual sites with team coordinators to more effectively and efficiently handle the 48,000 work orders received annually.

An additional 40,000 work order repairs are conducted pursuant to apartment turnover rehabilitation.

Nearly 4,000 apartment renovations have been completed over the past four years.



#1 NHA employees repair steam leaks at an NHA complex.

#26.3 Improving the infrastructure is a major goal as witnessed by the repair of underground steam pipe at Seth Boyden and Scudder Estates.

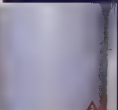
# Maintenance



Major emergency sewer repairs, roadway leaks, the correction of code violations, the recycling program and dumpster replacement, installation of wrought iron fences and sidewalk repairs comprise some of the additional responsibilities handled by Central Maintenance.

The record-setting Blizzard of '96 did not create major heat or hot water problems at the NHA, not merely because of modernizing our systems with new boilers, but in large measure due to the preventive maintenance conducted by the Boiler Operations Division. These boiler operators and mechanics service and

operate the 50 stationary boiler rooms in the high-rise and low-rise complexes as well as the boilers in the 200 town houses. Their efforts have rendered obsolete significant heating problems that used to plague residents in the winter.



needed. To the delight of two strangers in Bedford County, a mother's transference of some music, via a computer, into a notebook.

It's to be a lovely, open, in-between.

It's to be a relaxing, the appearance of the grounds in a new, more, stage.



## NHA Resident Initiatives Activity List

[illegible]



## Tenant Selection/Placement



Craig Ferguson (above) works on his computer while Sheila Brown (below) interviews a prospective resident.

**"Not only do we plan to survive, but we will be in the forefront of the housing authorities in the 21st century"**

**Harold Lucas  
Executive Director  
Newark Housing  
Authority**

**T**enant Selection/Placement Unit has directed its efforts towards maximizing rentals and compliance with the Tenant Selection Assignment Plan (TSAP). The centralized placement unit established to increase efficiency and accurate rental efforts was reorganized with the designation of three coordinators and division of placement staff in order to promote the most effective results for the department.

Group orientations and a station to low-income units were initiated. Eligibility criteria for low-income housing and screening procedures were installed. Brochures describing neighborhood services were printed in English and Spanish and distributed during orientation sessions.

Documents indicating that the Newark Housing Authority's operated without discrimination copies of the Tenant Selection Assignment Plan (TSAP) and transfer forms were distributed to all tenants. Notices in English and Spanish explaining the non-discrimination policy were presented during orientation.

Nearly 1,000 units have been rented in the past 24 months. Moreover, in 1994 under the Tenant Selection Act, Section 8 certificates and vouchers and serves as contract administrator for 9 Section 8 HUD financed developments.

Outreach efforts for hard-to-rent efficiency apartments were initiated through mailings and telephone calls to 309 churches and 22 gerontological agencies. Approximately 5,000 applications for public housing have been processed in the past 24 months.

The NHA received an allocation of 50 certificates for the Family Unification Program, and the Family Self-Sufficiency Program continued to assist those families that had previously entered a contractual agreement with the Newark Housing Authority, by providing personnel counseling and monitoring service referrals, escrow account management and life skills training.



## • Welcoming Delegations



*In addition to the Indonesian (below) group the NHA also hosted representatives from the Philadelphia Albany Housing Authority, and Pittsburgh Housing Authorities*



The national and international publicity on the extraordinary achievements of the Newark Housing Authority in the past four years has resulted not only in domestic touring authorities visiting the NHA to witness how we operate, but foreign delegations have also toured the NHA to observe its central office function, as well as its field operations.

For example, a delegation of 10 government officials from Indonesia was preceded by delegations from Japan, China, and Russia, all of which came for a first-hand look at what they saw as a model of public housing that might be replicated in their own respective countries.

**#1 African American Heritage Day Parade** Donning their official parade ice shirts, NHIA members representing several family complexes participate in the African American Heritage Day Parade.

**#2 Columbus Day Parade** The NHIA's spirit dancers from Puerto Rican, Seventh Avenue and Broadway Village dressed in costumes as they perform the "Bambuco" at the Columbus Day Parade.

**#3 Columbus Parade** Ace August (left) performs. The NHIA's spirit dancers, Joseph Buffafino, chairman of the American Family Complex, and Joseph Buffafino, chairman of the American Family Complex, performed the "Bambuco" at the Columbus Day Parade. The NHIA's spirit dancers performed the "Bambuco" at the Columbus Day Parade. The NHIA's spirit dancers performed the "Bambuco" at the Columbus Day Parade.

**#4 Puerto Rican Day Parade** The NHIA's spirit "Bambuco" dancers provide a riveting performance for spectators at the Puerto Rican Day Parade.

**#5 NHIA Executive Director Harold Jacob** (left) presents the NHIA's spirit dancers, Gloria Cortez, Lynn Robinson, and Chairman Rolando Velazquez, with a cake in celebration of her 75th birthday at the NHIA's Annual Employee Party.

**#6 Samuel Smith (left), Assistant Executive Director, presents the NHIA's spirit dancers, Gloria Cortez, Lynn Robinson, and Chairman Rolando Velazquez, with a cake in celebration of her 75th birthday at the NHIA's Annual Employee Party.**

**#7 Young women from the Young Women's League of Puerto Rico perform the "Bambuco" at the NHIA's Annual Employee Party.**





# NHA Events



White of Irvington, Larrisa Jackson and Service Ray of Newark, and Victoria Gordon of East Orange. Newark Mayor Sharpe James, Congressman Donald Payne and Municipal Commissioner Gayle Cheneffield and George Branch and Housing Executive Director Harold Lucas (D-04). Bill Reed (Orange) and Larry Jackson (Irvington) addressed the gathering of contestants, parents and friends in the NHA board room. Pageant finals participants will receive 20 weeks of seminars, life skills workshops, modeling tips and field trips to cultural institutions and historical landmarks. The pageant "will expose the girls to a new environment and help build their self-esteem," according to Ms. Lucas, a former New Jersey teenage pageant winner.



ad-The Christmas spirit of sharing has become a tradition at the NHA where employees participate annually in the agency's Adopt-A-Child Program which provides gifts to youngsters who live in NHA complexes. Spearheaded by NHA Co-manage Doris McCray-Cutler (far right), the program this past year was ably assisted by NHA staff members (l to r) Nicole Provine, Tony J. Mathis, Shanon Thompson, Tony Bufey, Claudette Anglin, Mayda Quiroz (seated) and Robin Bridges (not shown).



89-Youngsters at Hyatt Court display their Lincoln Halloween costumes at a party where they decorated pumpkins, nibbled for apples and enjoyed jacksniping among the myriad activities sponsored by the complex's staff.

# Combined Balance Sheets

At March 31, 1996 and 1995

ASSETS	March 31, 1996	March 31, 1995
Cash	\$10,730,123	\$11,400,463
HUD Annual contributions receivable and other debt amortization fund	5,149,667	7,163,201
Accounts receivable:		
HUD	2,275,024	18,624,468
Tenants	1,625,307	1,586,427
Other	2,867,393	1,497,330
Investments	37,656,729	14,555,981
Funds held by fiscal agents	32,597	30,657
Inventory	1,602,495	1,193,322
Prepaid expenses and deferred charges	148,432	689,739
Development and projects costs and land, structures and equipment	941,697,272	843,257,345
<b>TOTAL ASSETS</b>	<b>\$1,003,785,039</b>	<b>\$899,998,953</b>
<b>LIABILITIES AND CAPITAL</b>		
Accounts payable:		
Hud	\$653,414	301,366
Vendors	3,103,583	1,948,495
Other	3,295,334	3,252,309
Accrued liabilities	12,911,791	9,822,381
Deferred credits	1,345,397	155,772
Fixed liabilities	254,168,096	203,294,592
<b>TOTAL LIABILITIES</b>	<b>275,477,615</b>	<b>218,774,915</b>
<b>CAPITAL</b>	<b>728,307,424</b>	<b>681,224,038</b>
<b>TOTAL LIABILITIES AND CAPITAL</b>	<b>\$1,003,785,039</b>	<b>\$899,998,953</b>

# NHA Commissioners



Rolando Velazquez



Doris McCray-Crank



Terry L. Pringle-Khalif



Gloria L. Cartwright



Ida Clark



Lynell Robinson



Zinnerford Smith

## Board of Commissioners

Rolando Velazquez, *Chairman*

Doris McCray-Crank, *Vice Chairwoman*

Terry L. Pringle-Khalif, *Treasurer*

Gloria L. Cartwright

Ida Clark

Lynell Robinson

Zinnerford Smith

## Administrative Staff

Harold Lucas, *Executive Director*

Johnson Abraham, *Assistant Executive Director,  
Administration*

Robert Graham, *Assistant Executive Director, Programs*

Frank Armour, *General Counsel*

Shaye Araomi, *Director, Finance*

Gregory Robinson, *Director Housing Management*

Joseph Blanco, *Director, Redevelopment*

Donald Moore, *Director, Modernization*

Joseph Menella, *Director, Personnel*

Harry Robinson, *Director, Public Information*

Vernita Sias-Hill, *Director, Administration*



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